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**Profile & Key Skills**

Business-focused CIO/COO with experience across a number of sectors and geographies including legal services, pharmaceutical, consumer goods, retail, e-business, marketing, call centres, manufacturing and supply chain in the UK, Europe and USA. Strong track record in driving transformational change in business operations and IT. Extensive experience of leadership, delivering change, innovation, vendor management, outsourcing, application portfolio management/rationalisation, programme management, client engagement, application support and end-user support.

**Career History**

**Consumer Champion Group (Now NAHL Group PLC – Floated May 2014)**

The Consumer Champion Group is a rapidly growing, Private Equity backed, legal services business specialising in personal injury. The business floated in May 2014 (NAH:LSE).

**Group Projects and Change Director February 2012 – May 2014**

Reporting to the Group CFO, tasked with leading Consumer Champion Group's response to a significant period of change including a new legislative environment, business process re-engineering, M&A activity and the delivery of significant new organisational capabilities leading up to AIM listing in May 2014.

* Worked with subject-matter experts, corporate legal team and external counsel to understand the impact of regulatory and legislative changes.
* Gained board approval for a group strategy to reflect legislative change and manage impact on the business. Led programme to deliver a reshaped business including significant changes to revenue streams, compliance, new products, product mix and customer base leading to a successful ‘day 1’ of new legislative environment.
* Led the delivery of new organisational capabilities to deliver against long term business strategy and regulatory risk mitigation.
* Progressed a number of M&A opportunities to due diligence stage.
* Operational management of PPIC business unit following departure of entire senior management team.

**Interim Operations Director (COO) April 2011 – February 2012**

The Operations Team comprises of IT and the Contact Centre, and is the income generating team at the heart of the Consumer Champion Group/NAH business. The Contact Centre is responsible for converting inbound calls to revenue generating enquiries, the main source of revenue. Member of Executive Board.

* Line management and strategic responsibility for IT and Contact Centre operations - a team of 150 generating revenues of over £50m.
* Identified and delivered strategic and game-changing initiatives to drive additional revenues and secure NAH’s market position.
* Implemented an IT stabilisation and support programme resulting in fewer outages, a more stable platform and a step-change to application development and support.
* Led a significant expansion of the Contact Centre and the development of processes to support a new product line.
* Delivered significant business value through the development and delivery of an IT strategy which included infrastructure changes, development and deployment of a CRM application, a move to a paperless environment and the integration of an acquired business.
* Coached the CEO and Executive team on business process change and integration through a period of significant change following an acquisition.

**Pfizer Inc**

Pfizer is the world’s largest pharmaceutical company with revenues of $50bn and 90,000 staff working across the globe. The Western Europe division comprises 16 EU countries and is Pfizer’s largest division outside the US. Strategic drivers within Europe were to create greater synergy across country organisations, deliver greater value for IT investment and to deliver innovative IT solutions to support a diverse range of specialist & consumer products.

**Senior Director – Worldwide Technology (CIO for Western Europe) December 2008 – Dec. 2010**

Line management responsibility for IT in 16 Western European countries leading a team of 190 colleagues, 300+ contractors and a portfolio of vendors with a direct budget of $350m. Accountable for all aspects of IT across Western Europe. Member of the European Management Team – the leadership team accountable for Pfizer’s strategy and commercial operations in Western Europe.

* Delivered $70m (35%) efficiency savings and a more consistent and robust IT service meeting a need for business process alignment across the region. This transformation included:
* Organisational change from fragmented country to integrated regional IT operating model restructuring roles of 187 colleagues across Europe to release significant operational synergies whilst maintaining business continuity. Provided for greater specialisation, improved processes and improved career opportunities.
* Reduced operational costs through move to an outsourced delivery model with a balanced mix of staff, contractors and vendors. Delivered outsourcing programmes across Europe valued at over $20m.
* Business process improvement plus operational savings of $11m through simplifying the application landscape across Europe. Removed 50% applications through a ground-breaking application rationalisation initiative.
* Successful integration of Wyeth’s European IT team and application portfolio following Pfizer’s $68bn acquisition to deliver a single integrated business model. Exceeded synergy targets, whilst maintaining business continuity, delivering $19m savings through a business process driven application and service assessment which was used to drive the application and people strategy

**Business Technology Director (UK CIO) August 2006 – December 2008**

Accountable for all aspects of IT leading the UK Business Technology Team and member of UK Management Team (operational board).

* Represented IT on the team delivering the strategy, organisational and process design for the transformation of Pfizer from a country-based business into a Business Unit orientated organisation.
* Implementation of game-changing IT initiatives including a company-wide CRM system linking together sales, marketing, medical and clinical research colleagues to enable Pfizer to present a co-ordinated approach to customers and opinion formers whilst capturing valuable customer insights. Also delivered video-based interactive patient websites and intranet collaboration solutions.
* Radical restructure of IT in the UK to a flexible client-orientated model focused on value building. Delivering an operational cost reduction of 27%, releasing budget to fund innovation and value building activities.
* Delivered the IT component of Pfizer’s move to a ‘Direct to Pharmacy’ logistics model (moving from a Wholesaler driven supply chain to a direct relationship with over 16,000 pharmacies).

**Coca-Cola Enterprises Inc (CCE)**

With revenues of $18bn and 75,000 colleagues, Coca-Cola Enterprises is the world’s largest bottler of Coca-Cola products, responsible for manufacturing, promotion, sales and distribution across the USA and Western Europe. CCE’s business strategy is to maximise the efficiency of production and distribution of existing products and maximising the speed to market for new products.

**Business Systems and e-Business Director (UK IT Director) June 2003 – April 2006**

Accountable for the development and delivery of IT systems strategy, leading a technology-driven change agenda across all functions. Leadership of the UK IT team to ensure that technology infrastructure, service desk and applications supported the local business plan whilst maintaining synergy with global systems strategy.

* 48% uplift in employee satisfaction with ‘I have the technology I need to do my job well’. Consistently delivered user satisfaction scores of over 95% whilst reducing cost of delivery for hardware, software and telecoms support for 5,000 users across 21 sites.
* Step-change to customer management capability, sales support processes and reporting through successful roll out of SAP-CRM to 1,200 sales and marketing users. System designed to act as template for Europe and training approach adopted as the model for future SAP deployments.
* CCE Europe representative on an industry-wide team including all major retailers and suppliers developing common standards and processes for the rapid launch and efficient replenishment of consumer products in store.

**Head of e-Business and Technology**  **June 2000 - June 2003**

Accountable for CCE’s e-business Strategy, Sales Force Management Systems and Intranet. Advisor to the business on e-commerce.

* Successfully managed the company’s investments in new technologies. Maximised benefit and minimised risk of emerging technologies and markets by developing a robust, business-case led model for investment.
* Delivered a transformational move to online business processes in the UK. Delivered a net gain of 44,000 hours of productive work in one function by reducing over-dependency on email and introducing a Knowledge Management strategy.
* Assumed global leadership role for intranet development culminating in the roll out of a new CCE Intranet to 75,000 users across 431 facilities.
* Developed and delivered e-business strategy including significant developments to intranet, internet presence, online ordering, e-catalogue, sales reporting and knowledge management. Led the development of ‘world first’ B2B websites for CCE.
* Delivered e-commerce support for customers and suppliers including Tesco.com & J Sainsbury.

**General Manager, Marketing Operations March 1998 - June 2000**

Led a team of 50, responsible for all aspects of delivery of new products and promotions to trade including new product introduction, promotional pack production, volume forecasts, raw materials forecasts, point of sale production, SKU (product) portfolio management, sales support materials and sales reporting. Overhauled promotional material and product launch processes to deliver significant speed and cost advantages.

**Database Marketing Controller (Joined as Manager – promoted April 1997) March 1996 - March 1998**

Developed and managed Sales Force Management and reporting systems to support a rapidly expanding sales force. Led database & direct marketing strategy to drive an aggressive equipment placement plan. Managed internal market research/audit team (18 Auditors, 3 managers).

**The Database Group Ltd. Account Director Sept. 1991 - March 1996**

Managed a portfolio of multinational blue-chip clients and a cross-functional account team to drive revenue and profitability of existing clients and generate new business.

**Electronic Technology plc. Project Manager - Consultancy Division May 1990 – Sept. 1991**

Specification and design of database marketing and telemarketing tools. Led the development team responsible for the programming & implementation of software systems.

**ICD plc Marketing Services Executive April 1989 - May 1990**

Planned, implemented and controlled company's marketing and PR activities.

**Centaur Communications Ltd Senior Sales Executive** **Jan. 1988 - April 1989**

Senior member of sales team that sold advertising space and mailing lists for magazines including Marketing Week, Precision Marketing & Design Week.

**Education**

1989 - 1990 (Part Time) - London Metropolitan University - CIM Diploma in Marketing.

1984 - 1987 - University of Southampton - BSc (Hons.) Biology (2:1).

1977 - 1984 - Impington Village College, Cambridge. A Levels: Biology (A), Physics (B), Chemistry (B).

 O Levels: 8 including Maths & English

**Interests**

Group Treasurer of 26th High Wycombe Scouts.

Hobbies include running, skiing and walking.